

Agenda Item

Executive Board

6 August 2008

Corporate Strategy April 2006 review



Review of the implementation of the Corporate Strategy approved in April 2006

Summary

The Council's Corporate Strategy drives the delivery of our services to customers. Following the "Vision 2011" process last summer the Council approved an updated Corporate Strategy for 2008/11. However, it is important that the Council reviews our progress in implementing the previous Corporate Strategy that was approved in April 2006, throughout 2007/08. This report does that by describing the current state of play in achieving our key priorities, outcomes and actions and explaining how the uncompleted, partially completed and ongoing actions link up to the Corporate Strategy for 2008/11.

Recommendation

That Members note the current state of play in implementing the Corporate Strategy approved in April 2006 and comment on the progress in implementing it.

a) Reasons for Recommendation

To make members aware of the current state of play in implementing the previous Corporate Strategy and understand how the uncompleted, partially completed and ongoing actions link up to the Corporate Strategy for 2008/11.

b) Alternative Options

None.

c) Risk Considerations

It is important to review progress in implementing the Corporate Strategy at least annually so that members and officers are aware of whether the Council is achieving its key priorities, outcomes and actions. Not to do so would result in the Council being criticised in a future audit or inspection and could also compromise the Council's reputation and budgets.

d) Policy and Budgetary Considerations

Positive Impact Overall

Affordable Homes.

Thriving Economy.

Safe Environment.

Clean Environment.

Green Environment.

Recycling.

Young People.

Excellent Customer Service.

Inspirational Council.

Meeting our crime and disorder duties.

Meeting our Diversity and Equality duties.
Providing more service at less cost.
Providing more service at same cost.
Creating Cashable Savings.

e) Date for Review of Decision

August 2008.

Main Body of the Report

The Council's Corporate Strategy establishes our purpose, our priorities and our core values and drives the delivery of our services to customers. The previous Corporate Strategy was approved by the Council in April 2006 and, on 6 June 2007, the Executive Board reviewed our progress in implementing the Corporate Strategy during 2006/07. This was done in readiness for the "Vision 2011" process which took place during the summer of 2007 and led to the Council approving an updated Corporate Strategy for 2008/11 in December 2007. In the main this strategy is a more refined and focused expression of the strategy that the Council was previously working to.

Officers reviewed our progress in implementing the previous Corporate Strategy during the first half of 2007/08 for the Council's Direction of Travel assessment in November 2007. Although the previous Corporate Strategy has now been replaced it is still important to review our progress in implementing it throughout 2007/08, in particular to be aware of our achievements and any outcomes or actions that were not achieved and to make sure of continuity between one strategy and the next.

There were four overarching priorities in the previous Corporate Strategy:

- Achieve thriving, balanced communities.
- Take care of and improve our environment.
- Encourage a flourishing local economy.
- Provide community leadership and good value for money, customer focused services.

We identified the main three or four outcomes we needed to focus on to achieve each of the priorities. Also, for each of the thirteen outcomes we set out a series of actions or measures with lead directors and target dates for completion. The 89 actions or measures were filtered down into our service plans and strategies. This information then formed the basis for individual employee objectives as part of the annual staff performance excellence review (PER) scheme.

Recently, officers have reviewed our progress in achieving the 89 actions or measures during 2007/08. It should be noted that not all of the measures have target dates for completion by 31 March 2008 and some are not due for completion for another year or more.

To provide members with a user-friendly way through the progress review, a summary comment in bold has been included in the progress comments based on whether the measures were achieved, are on target to be achieved, are progressing or failed to be achieved. Four of the 89 measures had two targets making a possible total of 93 summary comments and an analysis of these reveals that:

- 66 (or 71% of) measures were achieved, including 2 (2%) that were partially achieved
- 2 (2%) are on target to be achieved
- 19 (20%) are progressing
- 6 (7%) failed to be achieved.

For the 29 measures that were partially achieved, are on target to be achieved, are progressing or failed to be achieved, an indication has been provided in bold in the progress review of how each measure links up to the Corporate Strategy for 2008/11. Consideration will be given to incorporating these measures in the Corporate Strategy for 2008/11 when

officers review it next month before a slightly modified Corporate Strategy is proposed to members in September.

Members are invited to comment on the progress review which follows this report.

Legal Implications

None in terms of the strategy itself. The projects etc referred to should request legal advice as and when required in the normal way.

Financial Implications

No direct financial implications

Consultation on Reports to the Executive

The Chief Executive, Corporate Directors, Heads of Service and relevant officers contributed to the progress review which follows this report. This report was considered by the Strategic Management Team (SMT) on 22 July 2008.

Background Papers

The progress review follows this report.

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Executive Board
6 August 2008